Senior Community Services Employment Program

North Carolina State Plan

Strategic Plan
2008 - 2011

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STATE OF NORTH CAROLINA
OFFICE OF THE GOVERNOR
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MICHAEL F. EASLEY
GOVERNOR

July 18, 2008

Ms. Alexandra Kielty
U. S. Department of Labor/ETA
Office of Workforce Investment
Division of Adult Services
Room S-4209
200 Constitution Avenue, NW
Washington, DC 20210

Dear Ms. Kielty:

As Governor of North Carolina, I do hereby delegate the responsibility for developing and submitting the North Carolina State Plan (*formerly known as the State Senior Employment Services Coordination Plan*) to the North Carolina Division of Aging and Adult Services, as specified by the U. S. Department of Labor.

If you have questions regarding this delegation, please do not hesitate to contact my office or you can contact Dennis Streets, Director, Division of Aging and Adult Services at (919) 733-3983.

With kindest regards, I remain

Very truly yours,

Michael F. Easley

MFE/ab

Strategic Planning
a framework for decision-making

Section 1. Purpose of the State Plan

The State of North Carolina's Division of Aging and Adult Services (DAAS), the State Unit of Aging in North Carolina is mandated by State statue (GS §143-B-181.1) signed into law in 1977 to be responsible for planning, administering, coordinating and evaluating the activities developed under the federal Older Americans Act including the Senior Community Services Employment Program (SCSEP).

Leaders in North Carolina's Workforce Development System, in conjunction with the State and National Grantees **(National Center and Caucus of Black Aged; National Council on Aging and Senior Service America, Inc.)** will work together over the next four years to develop ways to recruit, train and retrain older workers so they can become and remain competitive in the labor force of the 21st Century.

The goals set forth within North Carolina's Strategic Plan have been developed to be carried out along a four-year continuum. The State will focus on increasing partnerships among grantees with other programs, initiatives and entities operating within the state. Each year, the State Grantee, national sponsors and sub sponsors will have frequent discussions regarding the status of the Program and what steps need to be taken to ensure the continued success of all SCSEP providers. As program providers, we will share Best Practices as well as develop and implement plans that address areas of service delivery that require improvement. All parties will make a concerted effort to maximize and achieve required performance measures as assigned by the US Department of Labor.

According to the U.S. Department of Labor's Bureau of Labor Statistics, by 2030, the baby boom generation who will comprise 24.2 percent of the civilian non-institutional population or approximately 66.2 million persons will be age 65 or older compared to just 15.6 percent in 2000. Further, as a result of lower birth rates in recent years, combined with the aging and retirement of the baby boom generation, the nation's workforce is growing more slowly.

In her testimony before the U.S. Committee on Health, Education, Labor and Pensions in May 2005, Emily DeRocco said, *"the U.S. Economy is entering a period of dramatic demographic change as your population ages. The changing demographics of the labor force, in combination with the ever-increasing skill demands of employers, have made it more critical that every available worker, including older Americans, be able to join or remain in the workforce to enable the continued competitiveness of American business in the 21st Century."*[1]

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[1] Emily DeRocco, testimony to the U.S. Committee on Health, Education, Labor and & Pensions, on May 17, 2005.

Older workers face significant challenges to full participation in the workforce. Employment barriers include difficulties keeping pace with changing skill requirements and technology, the lack of opportunities for skills training and professional development, misconceptions among some employers about the abilities of older workers, the lack of flexibility, and certain financial "disincentives" to working that may encourage early retirement. Many older workers want to remain in the workforce and many need to continue working for financial reasons. In order for them to do so they require some additional supports that other job seekers do not.

The mechanism to keep them active in the workforce already exists, but is sorely, underutilized--that entity is the Workforce Investment System. The Workforce Investment System includes the Senior Services Community Employment Program (SCSEP), and it has a vital role in helping older workers obtain skills needed to find employment as well as access opportunities that enable them to continue working.

The participation rate of older workers in the labor force has decreased significantly, and little attention has been given to this fact in comparison to youth unemployment issues. The reasons behind this exodus are varied but in many instances, early retirement may mask an unsettling trend towards forcing older adults out of the workforce prematurely. The commonly held view that early retirement is desirable only serves to reinforce a perception that the productive activity of older workers is no longer needed.

In response to trends of this nature, strategic planning seeks to optimize an organization's systems and its decisions through careful articulation of its vision, mission, philosophy and goals. The SCSEP in North Carolina is administrated by the State Grantee and three National Grantees working together with Area Agencies on Aging, state and local agencies affiliated with Workforce Investment Act (WIA), public and private nonprofit agencies, business and industry and older adult related social service organizations. The goal is to help low-income older workers acquire the skills needed to transition into unsubsidized employment.

Vision

The vision of North Carolina's Senior Community Services Employment Program (SCSEP) is to make a significant difference in the quality of life for low-income older adults by responding to the increasing challenges presented from the state's rapidly growing older worker population.

- Older workers will have a comprehensive, coordinated, easily identifiable and accessible system of programs and services within the Workforce Development System that promotes dignity, self-sufficiency and job opportunities.

- Provide access to timely, comprehensive and responsive information about the availability of jobs within the workforce.

- Meaningful and empowering ways to improve job marketability so they can remain competitive in the workforce.

- A viable support system established to ensure their continued success after reentering the job market.

- The assurance that older workers' unique needs, preferences and interests are being addressed by North Carolina's Workforce Development System.

Mission

The Mission of the North Carolina Senior Services Community Service Program is to help strengthen and stabilize the economy and promote self-sufficiency of older workers by:

- Providing useful part-time community assignments, while

- Promoting transition to unsubsidized employment

- Establishing a well-trained, quality workforce that includes older workers by providing an efficient partnership and labor market exchange that is supportive of older workers needs, safety and productivity.

Philosophy

The North Carolina Division of Aging and Adult Services, SCSEP (Title V) Program, and National Grantees are strongly committed to providing excellent customer service, universal access to services and programs, and to working with other key shareholders to ensure North Carolina has a workforce development system that meets the needs of older workers.

Section 2. Involvement of Organizations and Individuals.

As the State SCSEP Grantee, the Division of Aging and Adult Services is responsible for the administration of the State Program in 26 counties. The program also serves as an advocate for all older workers. DAAS is committed to the total integration of SCSEP with a broad array of local workforce development employment and training programs delivered through the JobLink System. The Division will continue to coordinate older worker employment services among SCSEP contractors and organizations engaged in older worker activities through ongoing dialogue and collaboration with other key stakeholders such as the NC Division of Workforce Development, Division of Social Services, Employment Security Commission, Community College System, Vocational Rehabilitation, Commission of Indian Affairs, Veterans Affairs and the Council on Developmental Disabilities.

The SCSEP will also continue to work closely with the Employment Security Commission and the Joblink Career Centers to provide additional training for older workers. Regional Sub Sponsors are working with local Joblink Career Centers to develop new ways of enhancing services to include providing community service opportunities for Title V participants at Joblink Career Centers. Title V participants assigned to Joblink Career Centers provide "frontline" services for other older workers seeking employment opportunities. Many of the Sub Sponsors have placed

participants in Joblink Career Centers where their skills and training enabled them to be hired in full-time positions.

The North Carolina Division of Workforce Development and the Senior Community Service Employment Program will also continue working together to help incumbent and dislocated workers. The goal is for every incumbent and dislocated worker to get the skills training necessary to transition into new highly skilled jobs or acquire skills to become self-employed.

North Carolina will continue to partner with a broad group of both public and private organizations in the coming years. Its sub grantee network is comprised of:

> Area Agencies of Aging
> Certified JobLink Centers
> Faith-based organizations
> Councils on Aging
> Educational institutions
> Private, community-based non-profits
> Rehabilitation based agencies
> Business and industry

Currently, the North Carolina Division of Aging and Adult Services maintains an active partnership with the following organizations and provides information and education regarding the needs of older workers:

> Workforce Development Training Center
> NC Department of Health and Human Services
> NC Office of State Personnel
> NC Division of Workforce Development
> Local Workforce Development Boards
> Local JobLink Career Centers
> Employment Security Commission
> Area Agencies on Aging and other aging service providers –many serve as host
> Agencies for participants

Section 3. Solicitation and Collection of Public Comments.

North Carolina has (24) Workforce Investment Boards, 17 area agencies on aging *(5 administer the Senior Community Services Employment Program)* and three national Grantees. The final draft of the North Carolina State Plan for Program Year 2008 – 2011 (the Plan) has been provided to required agencies and organizations as recognized by federal policy in addition to a variety of other interested parties. The National Grantees have provided input in the State Plan, also. As a result, you see a complete picture of how the Senior Community Service Employment Program is operating and providing services to the state's low-income older workers. The final version of the State Plan will be posted on the Division of Aging and Adult Services' web site allowing consumers and others to review the document and provide input at: http://www.dhhs.state.nc.us/aging

The Division of Aging and Adult Services regularly invites public comment at its meetings throughout the State of North Carolina and reaches out to senior advisory groups and commissions for consultation. The State Title V Project Director consults regularly with grantee agencies regarding emerging issues and trends affecting low-income seniors in North Carolina. The information and perspectives gained from these discussions are valuable and will remain a guiding force in subsequent years of the Plan.

Section 4. Basic Distribution of SCSEP Positions within the State.

a.   **Location of Positions**

North Carolina currently has 1,507 authorized positions(slots) allocated between the Division's SCSEP and the three National Grantees—Senior Service America, National Caucus for Black Aged and National Council on Aging that also serve low-income older workers. The state has 100 counties. Three counties do not have a SCSEP provider (See Appendix A). The State Program will continue to address redistribution of slots from over served counties to these counties as well as other under served counties with sub sponsors as well as the national sponsors to ensure more equitable distribution throughout NC.

The number of individuals who are eligible for participation in SCSEP due to their age and poverty status varies dramatically across the state (See Appendix B). As such, all providers are aware of the situation and have taken steps to address and serve those most in need. Senior Service America *provides their sub-grantees with Census Data that is geared toward targeted and specific locations where prospective SCSEP participants reside and heavily market the area with information about the Program. They intend to partner with other agencies active in the rural environments and will participate in state level discussions and collaborations with the other providers to meet the challenge.*

The State SCSEP Program lost one of it sub-grantees at the beginning of the 2007-2008 Program Year which had a significant impact on overall program operation. The Eastern Carolina Council of Governments that withdrew from the Program covered nine counties in the eastern part of the state. The State Program operated in *Craven, Duplin, Jones, Onslow and Pamlico* counties which are in this region. The National Council on Aging continues to operate in *Carteret, Greene, Lenoir and Wayne* counties. Unfortunately, Duplin and Pamlico are two of three counties that currently do not have a service provider. In addition, Onslow County which was also in this coverage area is one of five under served counties in the state. The National Council on Aging enrolled some participants who were displaced as a result of ECC discontinuing the program. The State Grantee will work with National Grantees over the next four years to move slots into those counties that either do not have any slots and/or are under served. Progress will be reflected in the Equitable Distribution Plan the State Grantee is required to submit to the U.S. Department of Labor annually. (Appendix A).

Table 1- Listing of Non-Coverage Areas in North Carolina 2008

Duplin County	Equitable Share = 15
Pamlico County	Equitable Share = 4
Tyrrell County	Equitable Share = 2
Total # of Slots	**= 21**

MAP 1

NCOA
State & NCOA

SSA
State & SSA

NCBA
State

No Grantee
Assigned

July 1, 2008
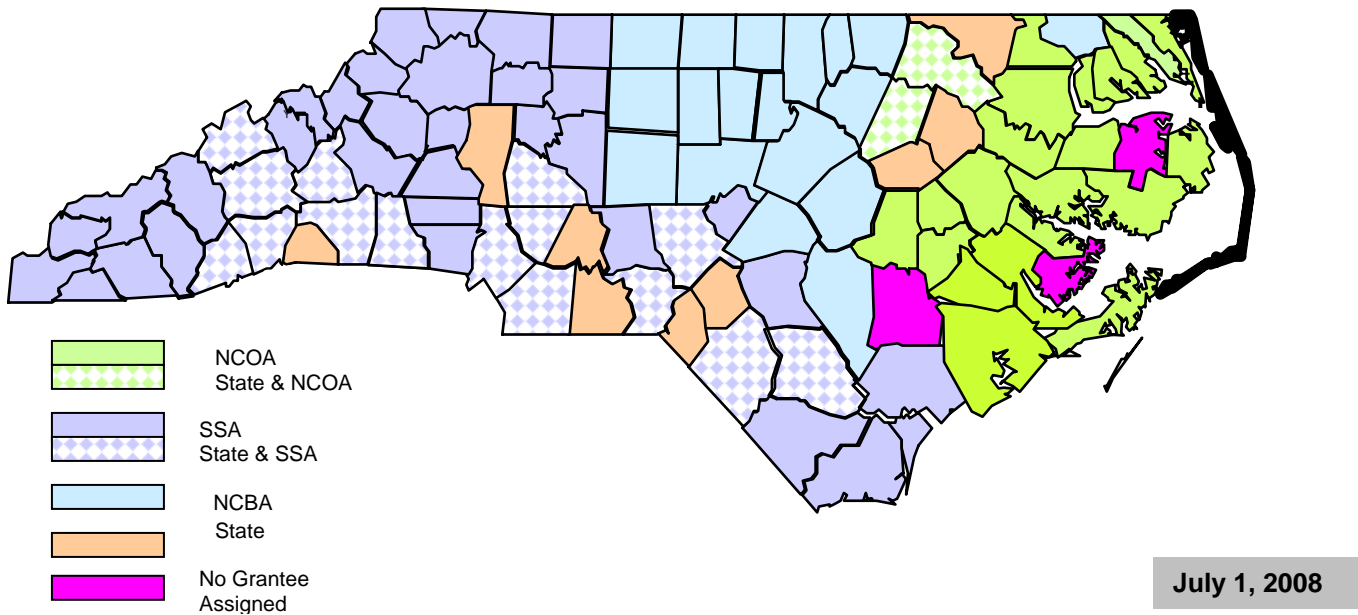
Table 2 – Under Served Counties

Sponsor	County	Amount
NCOA	Carteret	- 9
SSAI	Gaston	- 10
SSAI	Onslow	- 12
State	Stanly	- 6

Table 3 – Over Served Counties

Sponsor	County	Amount
State & SSAI	Cabarrus	+ 13
SSAI	Clay	+ 5
SSAI	Graham	+ 6
State & SSAI	Mecklenburg	+ 6
State & NCOA	Wilson	+ 7

The current distribution of authorized positions is based on a number of factors:

- Each year, the Division on Aging and Adult Services (DAAS) provides its Sub Sponsors and each of the National Grantees an Equitable Distribution (ED) worksheet which they complete and return to the Title V State Project Coordinator indicating the current allocation of authorized positions and any proposed changes for the next program year. Signed worksheets are kept on file at DAAS and are used as basis for any movement of slots from one geographic area to another.

- Each grantee assigns slots to the service areas and works to ensure equitable distribution.

- In counties that are over served and/or under served, the grantee(s) must coordinate need to be consistent with other service area providers to move slots to ensure more equitable distribution.

- Upon completion of the Equitable Distribution Conference convened by the State Grantee, recommendations for movement of slots from one geographic area to another are made effective. The results are reported to the U.S. Department of Labor for their approval. The movement and final distribution of slots will typically go into effect at the beginning of each program year.

b. **Rural and Urban Populations.** The state's urban-rural dichotomy explains some of the differences in economic performance. Traditionally, North Carolina has been a state of small towns and rural places. Its agrarian culture was celebrated for generations. The rise of the textile industry in small communities across the state at the turn of the 20th century marked the initial shift of a large portion of the state's economy toward manufacturing. During the past generation, the state's growth was concentrated in its larger urban centers. The state may have reached a tipping point with the emergence of three major urban areas with more than one million people–Charlotte, the Piedmont Triad, and the Research Triangle. About half of the state's population now lives in one of these three regions, frequently called the "Golden Crescent."

Large cities, small cities, towns, and rural areas all face different kinds of workforce challenges and opportunities. The definition established by the US Office of Management and Budget identifies metropolitan counties as those with an urban area of 50,000 people or more. These areas include adjacent counties in which 25 percent or more of the population commutes to the urban center. Micropolitan counties are those with 10,000 to 50,000 people. For the purposes of simplicity, counties that are not classified as either metropolitan or micropolitan are identified as "rural counties" in this report. Rural counties are defined as those without an urban center of 10,000 people or more and in which less than 25 percent of the population commutes to a metropolitan or micropolitan area.

There are many varying definitions in North Carolina for "rural," and most of the state's counties contain both urban and rural elements; however, the three designations – metropolitan, micropolitan, and rural – provide a straightforward, useful framework for distinguishing among different types of counties in the state. The distinctions provide a way to

group counties together that may not be geographically proximate, but may be similar in terms of their population density and their relationship to nearby urban centers.

Roughly 6.2 million people, or 70 percent of all North Carolinians, live in the 40 counties that make up the state's officially designated metropolitan areas. Business, government, and nonprofits in the metropolitan areas provide 3.8 million jobs, about 74 percent of the 5.15 million jobs available. Approximately two million people live in the 31 counties in micropolitan areas. These areas are frequently built around North Carolina's "small town" growth centers and account for almost 970,000 jobs. The micropolitan areas represent 23 percent of the state's population, but only 19 percent of the state's employment.

Twenty-nine North Carolina counties are defined as part of neither the state's metropolitan nor micropolitan areas. These counties have relatively few residents and small employment levels. These rural counties have about 600,000 residents and approximately 340,000 jobs, representing 7 percent of the population and 7 percent of the state's employment.

Most North Carolinians work in the metropolitan areas and earn more on average than those in micropolitan and rural areas. Combined, individuals living in metropolitan counties have projected average earnings of close to $43,000 which is about $3,000 more (7 percent higher) than the statewide average of $39,953. Conversely counties in micropolitan and rural counties have below average earnings at $32,836 and $27,944 respectively.

The Charlotte-Gastonia-Concord, NC-SC Metropolitan Statistical Area (MSA) is the state's largest with an estimated 938,000 jobs available. The combined MSAs of Raleigh-Cary and Durham are roughly the same size with an estimated 926,000 jobs. The two major metropolitan areas in the Piedmont Triad region — Greensboro-High Point and Winston-Salem — account for a combined 706,000 employment.

Outside the core metro counties of the Piedmont, each of several regional metro areas, including Asheville, Jacksonville, Hickory-Morganton-Lenoir and Wilmington, has roughly 100,000 to 200,000 jobs. The state's largest micropolitan areas include Thomasville-Lexington, Statesville-Mooresville and New Bern. Each of these areas has about 70,000 jobs. As the three major metropolitan areas (Charlotte, Piedmont Triad, and Research Triangle) continue to grow, it is likely that many micropolitan and small metropolitan areas will become subsumed into adjacent metro areas as more workers opt to commute to relatively higher paying jobs found in those large metro areas.[2]

The absence of sustainable jobs in the smaller and more rural areas of the state which require workers to have access to reliable transportation is one of the greatest barriers older workers and employers face. SCSEP will continue to actively seek solutions to this problem through collaboration with Area Agencies on Aging, the NC Department of Transportation, local transit systems and other key stakeholders.

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[2] State of North Carolina Workforce. An Assessment of the State's Labor Force. Demand and Supply 2007 – 2008. The North Carolina Commission on Workforce Development. P. 3 – 5.

c. Special Populations.

Greatest economic need. Based on the estimated State Demographic Center (SDC) for 2002, sixty-four percent (64%) of the persons served by the Division of Aging and Adult Services, SCSEP and the three National Sponsors in North Carolina are at or below the poverty level. This exceeds the statewide percentage of 16% of eligible individuals who are at or below the poverty level. The Senior Community Service Employment Program's priority is to serve those with the greatest economic need.

Structural economic change has driven up unemployment rates. Unemployment rates in rural areas continue to be higher than in urban areas. Although the recession has taken its toll on rural communities, most job losses are linked to structural changes in the economy associated with the decline of traditional industries. Most counties in North Carolina were affected by job losses in traditional industries, particularly in manufacturing. While all rural regions have been affected, the highest rates are found in the Southeast and Charlotte partnerships. Both areas were affected by job losses in textiles, apparel and other traditional manufacturing sectors.

Sixteen percent of individuals who are eligible for the Title V Program fall in the estimated Poor and Near-Poor Populations age 55+. Of these persons, 14.6% are at the poverty level or below. Bertie County leads the state with 24.8% of those persons 55+ with the greatest economic need followed by Columbus at (22.9%) and Robeson (22.7%) counties respectively.

Minorities. The state's nonwhite population includes: American Indian or Alaskan Native, Asians, Black or African Americans, Hispanic or Latino Americans, and Native Hawaiian or Other Pacific Islanders.

During the 1990s, North Carolina had the fastest growing population of Hispanics in the U.S., 394 percent, representing over 300,000 new residents. About half (45 percent) of the new Hispanic population settled in rural counties. Still, Hispanics represent only a small portion of the state's population, 4.7 percent, compared to the U.S. rate of 12.5 percent. Other ethnic groups, particularly Asians, also grew rapidly in the state. The aging of baby boomers and the influx of retirees are changing the age distribution of rural North Carolina. [3]

The total of all ages (55+) nonwhite population within North Carolina is 2,099,258. This population is projected to increase in the years 2002 through 2012 by 21.1% to 2,563,609. Burke and Mitchell counties will lead this growth exceeding 44% (55+) of the total minority population between 2002 to 2012.

Fifty percent (50%) of the persons served by the Division of Aging and Adult Services SCSEP last year were representative of nonwhite populations. North Carolina's nonwhite population accounts for 25% of the state's total population.

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[3] NC Office of State Budget and Management-Based on 2000 Census

Greatest Social Need. The U.S. Department of Labor refers to the greatest social need as needs based on non-economic factors. It includes eligible persons with disabilities. It also includes cultural, social, or geographic isolation, including isolation brought about by racial or ethnic status.

Eligible persons with disabilities - In discussions with the North Carolina Council on Developmental Disabilities, it was determined that the prevalence of persons with developmental disabilities in NC is approximately 1.8% of the population. Based on the 2002 Census data, there are 149,820 persons in North Carolina with development disabilities. [4]Of this number, 5,261 persons are eligible (at 125% of poverty 55+) for the Senior Community Service Employment Program. The SCSEP plans to work more closely with the Council on effective strategies for serving more eligible individuals with disabilities over the next four years.

Geographic Isolation –This classification refers to individuals living in rural and urban communities that often place them at a distinct disadvantage when trying to access basic human and economic services. There are 289,727 or 16.25% of North Carolina's 55+ population living in poverty in rural North Carolina. The state's urban areas have 294,782 or 16.40% of the 55+ population living at or below poverty level representing North Carolina's citizens considered to have the greatest economic need.

Racial or ethnic status – The total nonwhite population in North Carolina accounted for approximately one in four persons age 55 and older (24%), totaling 2,099,258. The minority population of 55+ is projected to grow between 2002 and 2012 by 52.3% bringing the total to 490,769.[5] Other considerations include nonwhite persons living in rural communities at the poverty level and at risk of social isolation. These barriers make it more difficult to serve these individuals. Over the next four years, SCSEP (national and state grantees) will address these barriers and develop/implement an action plan for serving more individuals in these categories.

Section 5. Supporting Employment Opportunities for Participants.

According to the Labor Market Information Division in the North Carolina Employment Security Commission, the top occupations with the most job openings each year in the state are*: retail salespersons, cashiers, combined food preparation and service workers*, including fast food. These positions lend themselves to concrete "hands on" skills training for participants who do not require intensive training and education attainment. Positions such as these are the stepping stones for some of the hardest to serve participants to be able to enter the workforce and help them achieve economic stability. This does not mean that additional skills cannot or will not be developed overtime. In fact, the expectation is that through the creation and maintenance of a solid work history, these individuals will be rewarded with opportunities for advancement. In addition to the key areas mentioned above, there will also be a great need for workers in the health care fields such as registered nurses, nurse aides, and orderlies. As can be expected these positions will require additional hands on and classroom education in order to fill vacancies. The SCSEP plans to link with the Division of

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[4] US 2000 Census Data
[5] Ibid

Workforce Development as well as the NC Department of Health and Human Services on some of their current initiatives that will provide training and job opportunities in areas such as direct care workers. North Carolina is currently experiencing a shortage of these workers in many settings such as hospitals, long term care facilities and in-home care. With the growing trend towards individuals being able to stay in their homes longer as they age in place, there is a tremendous need for direct care workers in small as well as large communities throughout the state.

The labor market for North Carolinians of all ages currently is very tight and competitive. SCSEP participants will need to avail themselves of formalized training offered through the state's strong community college system and other types of on-the-job training programs in order to transition into unsubsidized employment. According to data collected by the NC Employment Security Commission, the outlook for subsectors of Manufacturing other than Food Service show meaningful promise for residents. Employment in Chemical, Transportation Equipment and Fabricated Metal Product Manufacturing are all expected to grow at an annualized growth rate of at least one percent between 2004 and 2014 [6] with current employment already averaging between 35,000 and 45,000 jobs annually.

The Chemical Manufacturing subsector currently comprises approximately, 45,000 jobs with 45 percent (20,000) falling in the Pharmaceutical and Medicine Manufacturing industry group. Growth in this industry, therefore, is anticipated largely on the basis of prolonged sound performances in Pharmaceutical and Medicine as well as Soap, Cleaning Compound and Toilet Preparation Manufacturing. [7]

The largest industry group within this subsector, accounting for 52 percent of the jobs, is Motor Vehicle Parts Manufacturing. This industry group has shown steady and consistent growth since 1976 with an increase exceeding 6 percent between 2001 and 2004.[8] Although accounting for a significantly smaller number of jobs (3,000), the Aerospace Product and Parts Manufacturing industry group has experienced significant growth also since 1976 and is poised to continue its growth. In 2007, Governor Mike Easley announced the creation of more than 350 jobs related to the expansion and locations of interest of Honda Aero, Inc. in Alamance and Guilford counties over the next five years. Additionally, the Governor's Office announced the expansion of Smith's Aerospace in Buncombe County which is slated to create 200 jobs within this industry group. All of these changes lead to a positive outlook for growth for individuals with experience in manufacturing or those willing to acquire the skills needed. Wages generated in the subsectors mentioned with the exception of Food Manufacturing out paces those in the more traditional fields of Manufacturing in North Carolina. Some of the most important factors to make note of are many occupational titles of a non-specialized nature that appear with a relatively high frequency across all of the subsectors previously mentioned. This means that individuals currently working or who have worked in one industry should be able to transfer their knowledge and skills to another industry with little difficulty. There are five occupations that appear with some frequency across both the growing and declining Manufacturing subsectors.[9] (See Appendices C).

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[6] A NCESC, Occupational Trends/Projections
[7] NCESC, Projections Unit
[8] Ibid
[6] NCESC, Winter 2008 *Insight*

Interestingly, with the exception of First Line Supervisors/Managers, all of the occupations listed require only short (< 1 month) to mid-term (1-12 months) on-the-job training. Furthermore, three of the five occupations appear on the list of fastest growing production occupations in the state with Team Assembler topping the list with predicted growth of 15.2 percent from 2004-2014.[10]

The individuals who will be most apt to benefit from the industries of growth mentioned above are our incumbent and dislocated workers. These are people who have been in the workforce, but for various reasons have found themselves phased out of the industries most familiar to them. They will do well with the type of support that is offered through our local JobLink Career Centers where they will have immediate access to the Internet, staff knowledgeable about current labor market information for their particular part of the state and potential employers who either do on-site interviews or are specifically looking for older workers.

The local SCSEP Program coordinators are keenly focused on their community's employers' skill needs and work to link participants with industries that are growing and that provide an opportunity to earn higher wages. By coordinating closely with the local JobLink Career Centers, chambers of commerce, training providers and other networks/resources, each SCSEP site will know how to best utilize their resources in securing the type of training that will yield the greatest success for participants. The information they possess about area employment directly impacts their recruitment and selection of host agencies as well at the types of training they can offer participants.

The most important skill set needed by SCSEP participants currently is the need for basic computer training. Our society and the world at large are technology driven and in order for participants to be able to function they will have to be exposed to computers and have a fundamental understanding of their use. This is a given fact whether one lives in the most rural part of the state or one of the fast paced urban centers. The SCSEP is committed to seeing that participants are equipped with the necessary skills and knowledge to remain active and play a vital role in the economy. Senior centers throughout the state have computers so this is an additional resource participants can access in their communities.

Section 6. Increasing Participant Placement in Unsubsidized Employment and Employer Outreach.

North Carolina continues to focus on excellence in performance and continuous improvement, to coordinate and make internal systematic improvements to support employment opportunities for participants. SCSEP will use Individual Employment Plans (IEPs) and other strategies to identify the skills needed to obtain employment. When a participant is enrolled in the Senior Community Service Employment Program, an assessment will be made to identify the participant's aptitudes, interests, potential, goals, supportive services and a review of their employment history. The information obtained will be used to develop their need for supportive services in partnership with Regional SCSEP Coordinators, local workforce development systems, and JobLinks to provide training activities and core services along with transitional plans to assist participants in securing

[10]NCESC, Projections Unit

unsubsidized employment. Each participant will be provided referral services that provide customer information, financial management, income tax preparation, personal health/nutrition, literacy and adult education. A concerted effort will be made to remain in contact with participants after they have entered unsubsidized employment beyond the data required for entry in the SPARQ System. Follow up methods may consist of visits to places of employment, development of post-employment support groups, and forums that provide program "graduates" with the opportunity to share their experiences with current participants about the demands in the work force and what steps they've taken and/or are taking to maintain their independence by staying gainfully employed.

Sub-sponsors will be given written guidance and monitored on how to best achieve their individual placement goals. Technical assistance will be provided via email, phone and on-sight consultation during routine monitoring visits in addition to direct requests from the sub-sponsors. There will also be greater sharing of information on a quarterly basis with sub-sponsors about the progress being made towards meeting and exceeding the state's negotiated goals. Communication with all providers will be an ongoing and continually evolving effort to assure continuity of the Program as well as it continued development.

Each SCSEP sub-grantee continues to develop cooperative and collaborative relationships with local agencies that can serve as additional resources for participants, such as:

- Vocational Rehabilitation
- Public assistance agencies
- Workforce Development Boards
- Employment Secure Commission
- JobLink Career Centers
- Non-profit agencies
- Faith based agencies
- Community colleges
- Private sector business

A great deal can be learned through shared information and experiences and as such, we've included some of the strategies that Senior Service America, Inc. (SSAI), one of the three SCSEP grantees utilizes and intends to implement in the future:

As a national grantee, SSAI employs a variety of means to monitor and achieve goals, such as providing training for sub-grantee staff and using management reports to track progress to ensure goals are met. SSAI has a Program Officer assigned to North Carolina who helps the sub-grantees monitor their performance and provides technical assistance. SSAI's North Carolina sub-grantees attend regularly scheduled conference calls to share best practices and to brainstorm ideas when challenges arise.

SSAI sub-grantees in North Carolina shared the following strategies they use to place participants in unsubsidized employment: (1) work closely with the One Stop Career Center and refer participants for job search skill activities and classes such as resume workshops and interview preparation; (2) utilize self-directed job search techniques that require regular job search activity; (3) discuss job readiness training needs of participants at monthly One Stop meetings; (3) review weekly advertisements in the newspaper and on the ESC and refer participants to job opportunities; (4) discuss job search strategies and IEP goals with both the participant and host agency supervisor during monitoring visits; (5) encourage participants to take computer-related courses and other training to help them develop their skills; and (6) hosting and attending job fairs.

In addition, SSAI sub-grantees partner with local community colleges to provide SCSEP participants with specialized training opportunities such as classes to become Certified Nursing Assistants and courses in Food Training Sanitation for employment in restaurants, bed and breakfasts, and senior centers.

To build relationships with employers, SSAI's sub-grantees attend major employer events in their communities to meet employers and attend Workforce Development Board meetings to network with employers. In the coming four years, SSAI sub-grantees plan to work more closely with chambers of commerce, public workforce boards, and economic development planning coalitions in order to strengthen their outreach to potential employers.

Section 7. Community Service Needs.

Participants will be assigned to community service programs such as *home care, adult day care centers, senior and other non-public facilities including, hospitals, mental health centers, child care and intergenerational programs, community environmental programs, literacy programs and libraries, city offices, schools, and community colleges.* (See Appendix D). Participants will be assigned to the program which fits their preferences and the community's needs. Very few participants are assigned to work in grantee administration, but those who are become trained to perform routine office duties, including computer training, if applicable.

All participants work in appropriate community service activities either in the community in which they reside or in a nearby community. All trainings specifically listed in the participant's IEP will be arranged by the Sub Sponsor and will be in coordination with their community service assignments. Participants will work an average of twenty (20) hours a week and will be paid at least $6.55 effective *July 24, 2008* and will increase to $7.25 *July 24, 2009* in keeping with increases in the federal minimum wage laws. All participants are assigned to host agencies that have on-site supervisors. Sub Sponsors as well as the Division of Aging and Adult Services' (DAAS) SCSEP Coordinator will monitor the community assignment criteria throughout the year. They visit the work sites frequently to review activities and ensure that participants have safe working conditions and also review the supervisor's evaluations of the participants.

Training provided by the Sub Sponsor and host agency will include community service job training, lectures, seminars, skills training, classroom instruction, individual instruction, training through other employment and training programs and colleges, on the job experience and self-development training. Specific training in the areas listed above include, but are not

limited to computer classes, CPR and First Aid certification classes, adult literacy and GED training, respite care training, job readiness, resume preparation, one-on-one interview role playing, general office procedures, certified nursing assistant classes, fitness and nutrition, job search techniques, bioterrorism lectures and vehicle maintenance classes. Training will be consistent with the participant's IEP and community service assignment. The training will be provided by the Sub Sponsor, host agency, local community colleges, JobLink Career Centers, Workforce Investment Act (WIA) programs, Registered Apprenticeship Program, Red Cross, literacy program, community service programs and any other sources available, preferably at no cost to the SCSEP Program.

Sub Sponsors can pay reasonable costs for instructors, classroom rental, training supplies and materials, equipment, tuition, and other costs of training. Sub Sponsors may also pay for costs associated with travel and room and board necessary to participate in training.

Although SCSEP participants are not automatically eligible for intensive and training services under Title I of WIA, local boards may deem SCSEP participants, whether individually or as a group, as satisfying the requirements for receiving intensive training services. SCSEP participants, who have been assessed through the SCSEP IEP, may require advanced training to meet their objectives. The SCSEP Sub Sponsor, host agency, the Workforce Investment Act program or another JobLink partner may provide training as appropriate and as negotiated with the MOU. The SCSEP Sub Sponsors will provide opportunities for eligible individuals to engage in part-time community service activities for which they are compensated. These assignments are analogous to work experience activities included under 20 CFR 662.200 of the WIA regulations. SCSEP participants may be paid wages while receiving intensive or training services provided that the participant is functioning in a community service assignment.

Host agencies are the cornerstone of the SCSEP and, as such, care is taken when sub-sponsors extend invitations to businesses and organizations to serve as training sites for participants. The agencies chosen will be designated 501 (c) (3) or the Internal Revenue Code (not for profit) or it is understood that they will receive such designation prior to being selected to serve as a host agency for training of participants. The host agencies are selected based on the following criteria:

(1) provision of direct services to the elderly, low income elderly and economically disadvantaged individuals;

(2) non-profit status, public service agencies,

(3) the community service or non-profit host agencies ability to transition participants from trainees into employees by becoming their employers,

(4) the ability to provide supervision,

(5) ability to provide meaningful on-the-job and job-readiness training, supportive services or referrals to appropriate services; and

(6) the ability to provide employment within the participant's local community.

Sub sponsors will continuously make inroads into the employment community to seek out new and varied host agencies for participants in addition to potential jobs sites in the for profit sector for on the job experience (OJE) opportunities. Host agencies directors and supervisors will also have an opportunity to meet at least annually with the Sub sponsor to be updated on changes to the Program as well as recognition for the service they provide in their communities.

Section 8. Coordination with Other Programs, Initiatives and Entities.

The State SCSEP will pursue collaboration with key projects and initiatives under the direction of the NC Workforce Development Division. Two of particular interest to older workers and the needs of our state are the Incumbent Worker Program (IWP) and the New Opportunities for Workers (NOW).[11]

The IWP program is designed to broaden the scope of the state's existing incumbent worker initiative. The program provides funding to established NC businesses to conduct educational and occupations skills training for current workers. The NOW program appears promising because it is meant to help dislocated workers become entrepreneurs. NOW is a collaborative effort of the Division of Workforce Development, the NC Small Business Center Network and NC REAL Enterprises. Together, they developed a program of training and encouragement for dislocated workers who dream of starting and running a business. NOW was piloted in 2004 at 13 community colleges. It was immediately expanded to 22 community colleges, serving 43 counties. Sponsors report that 72 dislocated workers have started a new business this past year. The businesses range from electrical contracting and HVAC repair to baking, child care, website development, construction, hair braiding, a parcel shipping franchise and auto repair. Another 39 NOW participants already operated businesses, mostly on a part-time basis and had sought help making those operations more profitable.

The state also continues to reap the benefits from the Workforce Innovation in Regional Economic Development grant (WIRED). This $15 million award dispensed over three years is designed to transition the regional economy of the Piedmont area of the state from textile, apparel, furniture and tobacco to a new economy based on growing industry clusters. All of these programs have segments of their mission and purpose that SCSEP participants can benefit from if exposed to and encouraged to take advantage of in their personal and professional growth and development.

The SCSEP also looks forward to partnering with the Aging and Disability Resource Centers known in North Carolina as *Community Resource Connections for Aging and Disabilities.* We look forward to working with them as potential host agencies as well as another key agency that can meet the human service needs of participants. At this point in time, the ADRCs are currently being test-piloted in two counties of the state; however, it is anticipated that they will grow rapidly over the next few years to other counties throughout the state. The SCSEP has the opportunity to forge a relationship with an emerging service provider that will have a significant impact on the way older and disabled adults are empowered to make life changing and sustaining decisions.

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[11] NC Commission on Workforce Development and Workforce Division

Additional examples of coordinating efforts are listed below:

Department of Health and Human Services

The Department of Health and Human Services continually works with government agencies, private employers, older workers, and employment service providers that conduct planning, advocacy and coordination activities. The Department is committed to:

- Raising awareness and providing factual information to combat stereotypes about older worker skills and abilities.
- Encouraging older workers to remain longer in or to re-enter the workforce.
- Removing barriers that are counter productive to the participation of older workers in the workforce.
- Identifying, coordinating and developing training and education opportunities for older workers.

Each of the departments and divisions listed below work together to improve performance, provide coordinated access to services and accountability of workforce development service delivery in North Carolina. The purpose is for all customers to be served through a seamless delivery system characterized by the newest technology, well-trained customer focused staff, and conveniently located service access points around the state.

Entities in North Carolina that represent the interest of and provide services to older workers include:

- Division of Aging and Adult Services and regional Area Agencies on Aging

- Division of Vocational Rehabilitation

- Division of Services for the Blind

- Division of Services for the Deaf and Hard of Hearing

- Division of Mental Health, Developmental Disabilities and Substance Abuse Services

- Division of Social Services

- North Carolina Department of Correction

The Department of Correction is a partner that has recently linked with the SCSEP. The relationship with the criminal justice system has brought attention to a growing segment of the older adult population that has previously been overlooked, but is now seeking the services of programs such as SCSEP. These are individuals who have aged in place within the penal system and are now being released into a workforce that they are ill equipped to find substantive employment due to their age and lack of work history, in addition to having a criminal record. The National Center and Caucus of Black Aged, Inc., one of the national sponsors in North Carolina has had success in this area of work and

placement of ex-offenders in host agency training sites and obtaining unsubsidized placements.

See Excerpt below:

The National Center and Caucus on Black Aged, Inc. (NCBA) in North Carolina has developed a number of relationships focused on seniors who also happen to be ex offenders. This is an area of workforce development NCBA has become interested in because of the large number of ex-offenders being released each year (*approximately 6.5 million over the next ten years, and more than 22,000 to the State of North Carolina each year*) and the fact that a growing percentage of those released from prison are seniors. Following are some of the agencies/organizations NCBA is partnering with in this endeavor:

The Ex Offenders Roundtable

Through a network of community partners, NCBA works with men and women in prison, former prisoners, people in transition, and their families through our "Resource Center Without Walls." This SCSEP grantee provides small group trainings and individual mentoring in general life skills, leadership, entrepreneurship, financial literacy, and areas related to transitioning back into family and community life.

They also convene gatherings that provide the opportunity for people with life experience the criminal justice and prison systems to network with each other, exchange knowledge and resources, and solve problems. These are often family sessions utilized to strengthen family relationships as well as to support and empower groups of prisoners and former prisoners. NCBA also convenes roundtables for people to learn more about the criminal justice and prison systems from people with real life experiences, and organize advocacy efforts around related issues.

North Carolina ReEntry Action Project (NC REAP)

NC REAP. does not provide direct services, but rather serves as a resource bank for ex-offenders. Four committees have been established to address the needs of those seeking a second chance. *[Employment and Mentoring](), [Policy and Research](), [Resource and Development](), & [Community Outreach]().*

JobLink Career Center

The JobLink Career Center in Durham, NC, in partnership with the City of Durham's Office of Economic and Workforce Development, has an *Ex Offender Specialist* on staff. One of the key reasons for this innovative partnership was the realization that, if gainfully employed, an ex-offender is three times less likely to commit another crime. During the 2006 Program Year (July 1, 2006 – June 30, 2007).

The Durham Ex-Offender Program placed 76 ex-offenders into employment and 28 in training. The program's goals are the following:

- Maximize the employability of ex-offenders (underutilized population)
- Reduce recidivism rate to reduce crime in Durham County
- Improve the workforce of the Durham Community

North Carolina's Governor's Advisory Council on Aging

The Governor's Advisory Council on Aging is authorized by state statute to make recommendations to the Governor and the Secretary of the Department of Health and Human Services for improving human services to older people, including improved coordination among state agencies. The Council also studies and recommends how best to promote public understanding of problems affecting older adults and considers the need for new state programs to address these problems. In September, the GAC will conduct a forum on North Carolina's Aging Workforce. National, state grantees and Sub sponsors will be in attendance.

North Carolina Institute on Aging, Interinstitutional Program of the University of North Carolina (IOA)

The IOA has established a standing Aging Workforce Interest Group with the sole purpose of studying and giving greater attention to planning for the needs of older workers and the changing demographics, increasing organizational responsibilities, and increasing complexity of governance.

IOA areas of planning include:

- Strategic Planning
- Workforce Planning
- Human Capital Investment

North Carolina Department of Commerce

- Commission on Workforce Development
- Division of Workforce Development
- Workforce Development Training Center
- JobLink Career Center System

North Carolina Employment Security Commission

North Carolina Community College System

Section 9. Avoidance of Disruptions in Service.

The goal of SCSEP in North Carolina is to achieve parity at +/- 5 authorized positions (slots) in each county. Each SCSEP grantee has been provided the Equitable Distribution Report for 2008 – 2009 for their review. The State Title V Project Coordinator has worked with the Sub Sponsors and National Grantees to reach agreement on the movement of slots required to achieve parity. In most cases, cooperation in the redistribution of authorized positions has been achieved without displacement of participants. Some grantees, however, are experiencing difficulties in moving slots due to the cost of administration.

All three of the National Grantees and the State Grantee have an agreement in place that allows for open discussions and careful review of participant numbers in each of the counties that operate the Senior Community Services Employment Program. All grantees are in contact with one another via email and telephone and will meet annually over the next four years to discuss North Carolina's Equitable Distribution Plan and to discuss and update the State Plan. When the course of action is to redistribute slots in the state, they will be done with the approval of the State SCSEP Project Coordinator, who in turn will submit the necessary information to the Federal Project Officer for review and approval. The final step in the process will be official approval from the U.S. Department of Labor's Grant Officer.

The State Grantee will continue to work closely with all national grantees over the next 1- 2 years to ensure (1) slots in over served areas are not filled as participants are placed in unsubsidized employment; and (2) that these slots are moved to under served areas.
If there is a shift in the location of eligible individuals or when there is over enrollment, the Division of Aging and Adult Services will act expeditiously to put a Transition Plan into effect. Every effort will be made to avoid disruptions of services. The following actions will take place:

- Empty slots will be reallocated first to assure minimal disruption of services to participants

- Within 30 days, all Program participants will be notified in writing explaining the reasons for disruption of service

- Any participant who is displaced will be:
    - Placed into unsubsidized work
    - Placed with a National Sponsor program within the region
    - Referred for services to an appropriate workforce partner such as Joblink Career Centers, Vocational Rehabilitation Services, Employment Security Commission, Veterans Affairs, etc.

- When transferring the participant to another Title V Sponsor, the name, age, contact information, I-9, medical history, and other pertinent information will be provided, with the permission of the participant, to the new Title V entity.

- The participant will be referred to auxiliary services as appropriate, including nutrition, transportation, Medicaid, housing, etc. All final payroll payments will be made to the participants within 14 days and no later than 30 days of their final day of work.

Section 10. Improvement of SCSEP Services.

The fluctuation in the economy impacts the workforce in the state and will affect varying needs year to year or even season to season. It is essential that the recruitment process be ongoing and have a variety of options. The SCSEP provides opportunities for eligible individuals age 55 and over to obtain information on employment opportunities, and enhance their skills and knowledge so they can find and sustain employment. The Title V Program serves the most vulnerable in our society, those who are at or below 125% of poverty and below the federally recognized poverty level as well as those who have particular needs for new skills and training to get back in the labor force. It has tremendous impact in getting people out of poverty and helping them find economic security. The program is only effective if the number of eligible participants is kept at a level of enrollment that makes the SCSEP Program functional. This can be accomplished by a unified effort on the part of the grantees collectively working together to satisfy and develop effective strategies for the recruitment of participants who can meet the eligibility determination criteria established by the U.S. Department of Labor.

Without question, the rapidly increasing numbers of older workers will present employers throughout North Carolina with enormous new social and economic challenges. Each region within North Carolina has its own challenges and requires policies and guidelines tailored to its own particular needs. What is common among all the grantees operating in North Carolina is the urgent need to recruit and retain as many experienced and skilled older workers as possible. Also, those whose skills have become obsolete will need to upgrade their skills in order to compete for jobs in industries that are in demand and pay high wages. Older workers are recognized and valued for having good work ethic and for providing experience, knowledge, and stability in the workplace. They are viewed as loyal workers who can be counted on in a crisis. All of these attributes make them desirable workers in North Carolina's service-oriented economy.

Over the next four years, the Senior Community Service Employment Program Grantees in North Carolina will develop an effective recruitment plan with particular attention given to the following:

- Focusing on the priority of SCSEP participant recruitment
- Establishing target audiences for recruiting (i.e., persons with disabilities, persons with limited English proficiency or low literacy skills, veterans, and minority individuals).
- Developing standard tools for use in recruitment (i.e., newspaper ads, flyers, mass media advertisement, etc.)
- Establishing oversight for monitoring recruitment and evaluating all recruitment efforts at least annually
- Increasing the number of participant who transition into high growth industries that pay higher wages.

APPENDIX A

SCSEP Equitable Distribution Report PY 2008

County	Distribution Factor	Equitable Share	State	NCBA	NCOA	SSA	Totals	Difference
Alamance County, NC	0.0169	25		24			24	-1
Alexander County, NC	0.0045	7				7	7	0
Alleghany County, NC	0.0029	4				5	5	1
Anson County, NC	0.0048	7	8				8	1
Ashe County, NC	0.0056	8				10	10	2
Avery County, NC	0.0038	6				8	8	2
Beaufort County, NC	0.0094	14			15		15	1
Bertie County, NC	0.0054	8			10		10	2
Bladen County, NC	0.0083	13	6			6	12	-1
Brunswick County, NC	0.0100	15				12	12	-3
Buncombe County, NC	0.0269	41	17			25	42	1
Burke County, NC	0.0127	19				19	19	0
Cabarrus County, NC	0.0123	18	25			6	31	13
Caldwell County, NC	0.0109	16				16	16	0
Camden County, NC	0.0011	2			2		2	0
Carteret County, NC	0.0077	12			3		3	-9
Caswell County, NC	0.0042	6		6			6	0
Catawba County, NC	0.0146	22				19	19	3
Chatham County, NC	0.0067	10		10			10	0
Cherokee County, NC	0.0068	10				11	11	1
Chowan County, NC	0.0031	5			4		4	-1
Clay County, NC	0.0020	3				8	8	5
Cleveland County, NC	0.0158	24	16			9	25	1
Columbus County, NC	0.0132	20				21	21	1
Craven County, NC	0.0104	16			12		12	-4
Cumberland County, NC	0.0256	39				41	41	2
Currituck County, NC	0.0017	3			2		2	-1
Dare County, NC	0.0025	4			3		3	-1
Davidson County, NC	0.0184	28				25	25	-3
Davie County, NC	0.0050	7				4	4	-3
Duplin County, NC	0.0102	15					0	-15
Durham County, NC	0.0203	31		30			30	-1
Edgecombe County, NC	0.0098	15	15				15	0
Forsyth County, NC	0.0325	49				52	52	3

County	Distribution Factor	Equitable Share	State	NCBA	NCOA	SSA	Totals	Difference
Franklin County, NC	0.0061	9			11		11	2
Gaston County, NC	0.0240	36				26	26	10
Gates County, NC	0.0023	3			3		3	0
Graham County, NC	0.0025	4				10	10	6
Granville County, NC	0.0077	12		12			12	0
Greene County, NC	0.0038	6			6		6	0
Guilford County, NC	0.0391	59		58			58	-1
Halifax County, NC	0.0140	21	14		5		19	-2
Harnett County, NC	0.0133	20		20			20	0
Haywood County, NC	0.0097	15				16	16	1
Henderson County, NC	0.0117	18	3			15	18	0
Hertford County, NC	0.0058	9			9		9	0
Hoke County, NC	0.0045	7	4				4	-3
Hyde County, NC	0.0013	2			2		2	0
Iredell County, NC	0.0140	21	25				25	4
Jackson County, NC	0.0052	8				12	12	4
Johnston County, NC	0.0159	24		23			23	-1
Jones County, NC	0.0022	3			2		2	-1
Lee County, NC	0.0061	9				11	11	2
Lenoir County, NC	0.0111	17			21		21	4
Lincoln County, NC	0.0080	12				8	8	-4
Macon County, NC	0.0066	10				15	15	5
Madison County, NC	0.0046	7	3			8	11	4
Martin County, NC	0.0060	9			11		11	2
McDowell County, NC	0.0078	12	9			5	14	2
Mecklenburg County, NC	0.0439	66	26			46	72	6
Mitchell County, NC	0.0040	6				7	7	1
Montgomery County, NC	0.0051	8		8			8	0
Moore County, NC	0.0113	17	5			7	12	-5
Nash County, NC	0.0126	19	10		8		18	-1

County	Distribution Factor	Equitable Share	State	NCBA	NCOA	SSA	Totals	Difference
Northampton County, NC	0.0062	9	9				9	0
Onslow County, NC	0.0106	16				4	4	-12
Orange County, NC	0.0073	11		11			11	0
Pamlico County, NC	0.0024	4					4	0
Pasquotank County, NC	0.0063	10			9		9	-1
Pender County, NC	0.0068	10				7	7	-3
Perquimans County, NC	0.0023	3			4		4	1
Person County, NC	0.0064	10		10			10	0
Pitt County, NC	0.0175	26			28		28	2
Polk County, NC	0.0033	5	5				5	0
Randolph County, NC	0.0147	22		22			22	0
Richmond County, NC	0.0095	14	6			6	12	-2
Robeson County, NC	0.0227	34	21			14	35	1
Rockingham County, NC	0.0159	24		24			24	0
Rowan County, NC	0.0183	28	28			1	29	1
Rutherford County, NC	0.0120	18	11			6	17	-1
Sampson County, NC	0.0115	17		17			17	0
Scotland County, NC	0.0059	9	5				5	-4
Stanly County, NC	0.0075	11	5				5	-6
Stokes County, NC	0.0060	9				9	9	0
Surry County, NC	0.0142	21				22	22	1
Swain County, NC	0.0031	5				8	8	3
Transylvania County, NC	0.0040	6	3			7	10	4
Tyrrell County, NC	0.0010	2					2	0
Union County, NC	0.0096	14	10			5	15	1
Vance County, NC	0.0074	11		11			11	0
Wake County, NC	0.0321	48		47			47	-1
Warren County, NC	0.0051	8		8			8	0
Washington County, NC	0.0028	4			4		4	0
Watauga County, NC	0.0042	6				8	8	2

County	Distribution Factor	Equitable Share	State	NCBA	NCOA	SSA	Totals	Difference
Wilkes County, NC	0.0124	19				20	20	1
Wilson County, NC	0.0132	20	18		9		27	7
Yadkin County, NC	0.0066	10				10	10	0
Yancey County, NC	0.0043	6				9	9	3
TOTALS:	1.0000	1507	307	341	207	652	1507	32

PY 2008 Positions:

307	341	207	652	1507
State	NCBA	NCOA	SSA	Total

APPENDIX B

TOTAL POPULATION 55+ ELIGIBLE FOR SCSEP AT 125% OF US POVERTY LEVEL

County	Total 55+ Population	SCSEP Eligible 55+	% SCSEP Eligible 55+ Population
Alamance	30,368	4493	14.80
Alexander	7,513	1176	15.65
Alleghany	3,441	830	24.12
Anson	5,994	1280	21.35
Ashe	7,406	1605	21.67
Avery	4,534	1036	22.85
Beaufort	12,326	2561	20.78
Bertie	5,134	1682	32.76
Bladen	7,978	2348	29.43
Brunswick	23,120	2985	12.91
Buncombe	52,296	7191	13.75
Burke	21,066	3277	15.56
Cabarrus	26,597	3063	11.52
Caldwell	18,548	2733	14.73
Camden	1,711	324	18.94
Carteret	17,765	2212	12.45
Caswell	5,581	1258	22.54
Catawba	30,860	3880	12.57
Chatham	12,345	1807	14.64
Cherokee	8,176	1853	22.66
Chowan	4,162	796	19.13
Clay	3,173	503	15.85
Cleveland	22,510	4318	19.18
Columbus	13,194	4027	30.52
Craven	20,350	2843	13.97
Cumberland	44,045	7,323	16.63
Currituck	4,193	505	12.04
Dare	7,622	644	8.45
Davidson	33,564	4895	14.58
Davie	8,475	1271	15.00
Duplin	10,859	3029	27.89
Durham	37,398	5113	13.67
Edgecombe	12,027	2776	23.08
Forsyth	65,762	7,894	12.00
Franklin	9,415	1711	18.17
Gaston	41,719	6214	14.89
Gates	2,618	711	27.16
Graham	2,459	750	30.50
Granville	9,966	1724	17.30
Greene	3,995	1001	25.06
Guilford	85,391	10,293	12.05

TOTAL POPULATION 55+ ELIGIBLE FOR SCSEP AT 125% OF US POVERTY LEVEL

County	Total 55+ Population	SCSEP Eligible 55+	% SCSEP Eligible 55+ Population
Halifax	14,063	4103	29.18
Harnett	16,688	3749	22.47
Haywood	17,109	2560	14.96
Henderson	29,643	3135	10.58
Hertford	5,895	1611	27.33
Hoke	4,852	1162	23.95
Hyde	1,559	327	20.97
Iredell	26,851	3509	13.07
Jackson	8,219	1474	17.93
Johnston	22,513	4614	20.49
Jones	2,680	597	22.28
Lee	10,854	1558	14.35
Lenoir	14,762	3076	20.84
Lincoln	13,701	2062	15.05
McDowell	10,535	1998	18.97
Macon	10,659	1791	16.80
Madison	5,328	1295	24.31
Martin	6,534	1826	27.95
Mecklenburg	109,875	11,702	10.65
Mitchell	4,868	1050	21.57
Montgomery	6,423	1463	22.78
Moore	24,678	3108	12.59
Nash	18,705	3468	18.54
New Hanover	35,969	4288	11.92
Northampton	6,288	1736	27.61
Onslow	18,219	3038	16.67
Orange	18,112	1843	10.18
Pamlico	4,083	648	15.87
Pasquotank	7,965	1742	21.87
Pender	10,447	1841	17.62
Perquimans	3,668	627	17.09
Person	8,378	1766	21.08
Pitt	22,359	4973	22.24
Polk	6,475	796	12.29
Randolph	28,396	3827	13.48
Richmond	10,753	2553	23.74
Robeson	22,461	6178	27.51
Rockingham	22,998	4267	18.55
Rowan	30,106	4323	14.36
Rutherford	16,673	3028	18.16
Sampson	13,334	3473	26.05
Scotland	7,393	1544	20.88
Stanly	13,918	1903	13.67
Stokes	9,931	1649	16.60

TOTAL POPULATION 55+ ELIGIBLE FOR SCSEP AT 125% OF US POVERTY LEVEL

County	Total 55+ Population	SCSEP Eligible 55+	% SCSEP Eligible 55+ Population
Surry	18,448	3739	20.27
Swain	3,449	811	23.51
Transylvania	10,194	1014	9.95
Tyrrell	1,061	308	29.03
Union	21,535	2524	11.72
Vance	9,301	2038	21.91
Wake	90,057	8372	9.30
Warren	5,635	1442	25.59
Washington	3,631	824	22.69
Watauga	8,409	1113	13.24
Wayne	23,193	4141	17.85
Wilkes	16,527	3478	21.04
Wilson	16,419	3485	21.23
Yadkin	8,987	1750	19.47
Yancey	5,338	1145	21.45

PCT50. AGE BY RATIO OF INCOME IN 1999 TO POVERTY LEVEL [144] -
Universe: Population for whom poverty status is determined
Data Set: Census 2000 Summary File 3 (SF 3) - Sample Data

APPENDIX C

North Carolina Occupational Trends
Manufacturing Employment in 2004-2014

Industry	Total Employment 2004	Total Employment 2014	Annualized Growth Rate
Apparel Manufacturing	26,850	11,710	-7.96
Beverage and Tobacco Product Manufacturing	15,320	11,280	-3.01
Chemical Manufacturing	45,050	49,770	1
Computer and Electronic Product Manufacturing	39,350	38,830	-0.13
Electrical Equipment, Appliance, and Component Manufacturing	26,850	26,930	0.03
Fabricated Metal Product Manufacturing	39,050	43,630	1.12
Food Manufacturing	50,450	54,840	0.84
Furniture and Related Product Manufacturing	59,070	53,800	-0.93
Leather and Allied Product Manufacturing	750	500	-3.97
Machinery Manufacturing	30,870	29,550	-0.44
Miscellaneous Manufacturing	15,020	14,510	-0.34
Nonmetallic Mineral Product Manufacturing	17,050	16,670	-0.23
Paper Manufacturing	19,350	18,050	-0.69
Petroleum and Coal Products Manufacturing	1,100	1,020	-0.75
Plastics and Rubber Products Manufacturing	33,020	32,700	-0.1
Primary Metal Manufacturing	7,400	7,470	0.09
Printing and Related Support Activities	15,510	15,150	-0.23
Textile Mills	61,680	35,250	-5.44
Textile Product Mills	13,670	10,790	-2.34
Transportation Equipment Manufacturing	34,870	38,510	1
Wood Product Manufacturing	26,430	27,160	0.27

APPENDIX C-1

Table 1
Estimated Number of Workers by Select Occupational Titles in Select Manufacturing Subsectors

Occupational Title	Training Level*	Growing Subsectors				Declining Subsectors	
		Food	Fabricated Metal Product	Chemical	Transportation Equipment	Textiles Mills	Furniture and Related Product
Helpers – Production Workers	11	1,658	468	137	141	1,426	2,647
First-Line Supervisors/Managers of Production and Operating	8	940	483	828	663	1,151	2,164
Maintenance and Repair Workers – General	10	930	139	982	667	753	551
Team Assemblers	10	494	2,150	69	3,117	111	3,175
Inspectors, Testers, Sorters, Samplers and Weighers	10	407	71	1,204	704	1,781	1,438
Totals		4,429	3,311	3,220	5,292	5,222	9,975
Grand Totals				16,252		15,197	

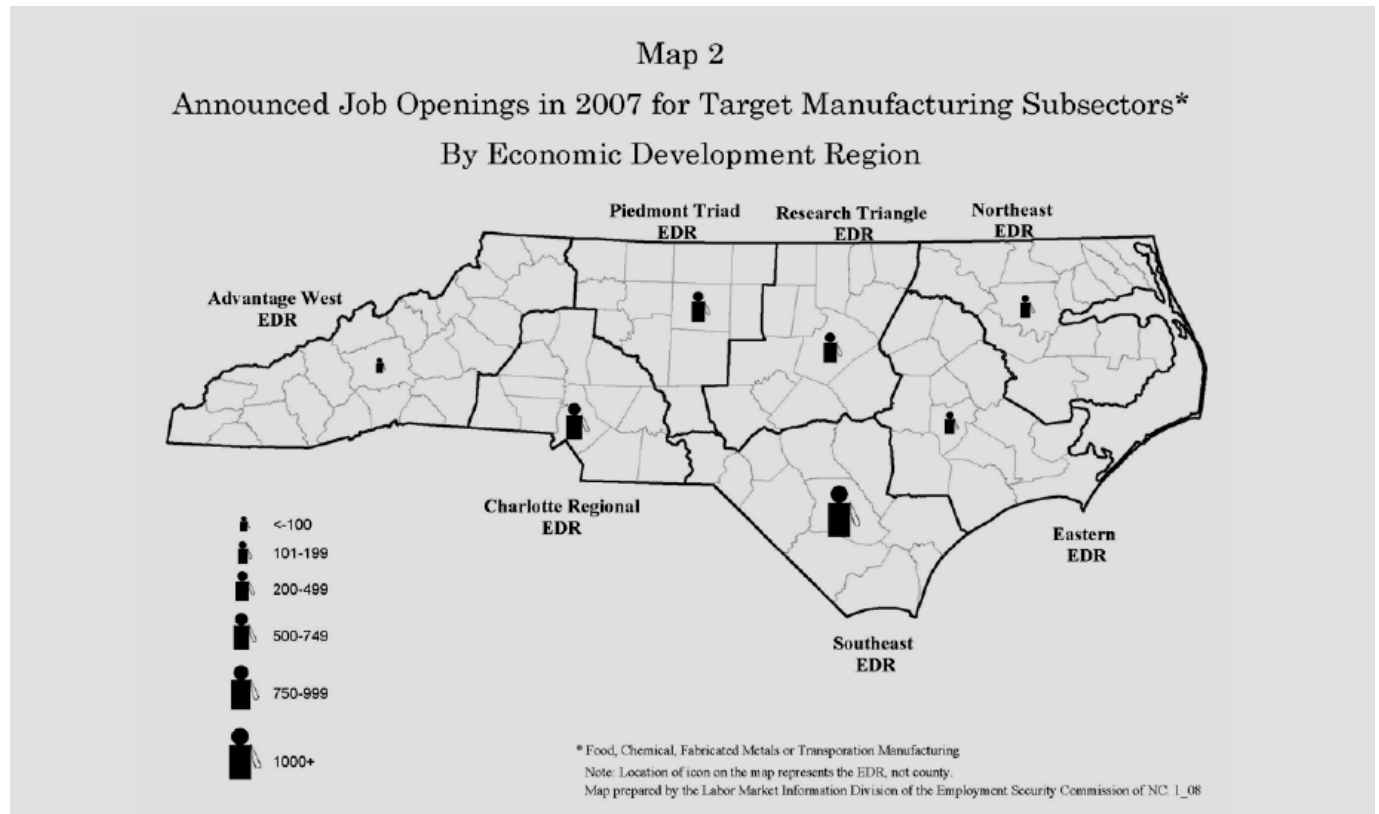| *Level	Description of training required
8	Work exp in a related occupation
10	Mid-term OJT (1-12 months)
11	Short-term OJT (less than 1 month)

Of even more interest are the median hourly wages for these occupations. Table 2 shows that, with the exception of the Food Manufacturing subsector, median hourly wages for the occupations of interest in the growing manufacturing subsectors exceed those of the declining, traditional manufacturing subsectors (Textiles and Furniture). This indicates that it is not only the specialized occupations within the subsectors that are accounting for the higher annual average wages previously mentioned.

Table 2
Estimated Median Hourly Wages for Select Occupational Titles in Select Manufacturing Subsectors

Occupational Title	Growing Subsectors				Declining Subsectors	
	Food	Fabricated Metal Product	Chemical	Transportation Equipment	Textiles Mills	Furniture and Related Product
Helpers – Production Workers	$10.48	$10.70	$10.98	$10.80	$10.49	$9.91
First-Line Supervisors/Managers of Production and Operating	$19.60	$22.01	$28.21	$23.18	$20.16	$18.80
Maintenance and Repair Workers – General	$15.34	$17.51	$19.92	$19.49	$14.69	$14.08
Team Assemblers	$10.65	$10.91	$14.38	$15.23	$8.99	$11.37
Inspectors, Testers, Sorters, Samplers and Weighers	$10.84	$13.71	$15.46	$18.14	$11.07	$11.57

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APPENDIX D

Map 2

Announced Job Openings in 2007 for Target Manufacturing Subsectors*

By Economic Development Region

Piedmont Triad
EDR

Research Triangle
EDR

Northeast
EDR

Advantage West
EDR

Charlotte Regional
EDR

Eastern
EDR

Southeast
EDR

<-100

101-199

200-499

500-749

750-999

1000+

* Food, Chemical, Fabricated Metals or Transporation Manufacturing

Note: Location of icon on the map represents the EDR, not county.

Map prepared by the Labor Market Information Division of the Employment Security Commission of NC. 1_08

Example of Diverse Host Agencies Training Sites for SCSEP Participants:

County Departments of Social Services

Guardian ad Litem Program

North Carolina Courts

Habitat for Humanity

Libraries

Parks and Recreation Departments

School Systems

Police Departments

YMCA and YWCA

Goodwill Industries

Community Health Services

Salvation Army

City/County Government

Housing Authority

American Red Cross

Animal Control Office

American Indian Tribal Councils